

State of California
Department of Community Services and Development



REQUEST FOR APPLICATION

Community Services Block Grant Designation for the
San Francisco City/County Service Area

2018-RFA-59
May 18, 2018

Important Dates	
RFA Release Date	May 18, 2018
Bidders Conference	May 31, 2018
Deadline for Submitting Questions	June 6, 2018
Deadline for Posting Response to Questions	June 18, 2018
Notice of Intent to Apply Due	June 19, 2018
Deadline for Submitting Application	June 29, 2018
RFA Review Period	July 2 - 13, 2018
Notice of Intent to Award Posted	July 18, 2018
Deadline for Submitting Notice of Intent to Appeal	July 25, 2018
Final Award Anticipated	August 1, 2018
Contract Negotiations and Approvals	To begin August 1, 2018
Projected Contract Term Start Date*	September 1, 2018

*Contingent upon designee meeting the statutory requirements such as tripartite board, insurance requirements, etc.

Bidders Conference
1 South Van Ness Avenue
San Francisco, CA 94102
Pacific Conference Room #5080
Date: 5/31/2018
Time: 3:00 p.m.-5:00 p.m.
Click on link below to register
<https://www.surveymonkey.com/r/WVN5KH8>

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Part I: Announcement and Overview

A. Announcement

The Department of Community Services and Development (CSD) is releasing this Request for Application (RFA) to designate a local agency to administer federal Community Services Block Grant (CSBG) funds in the City and County of San Francisco.

The annual allocation is anticipated to be approximately \$851,000. However, due to the need to increase capacity and comply with federal and state requirements, the awardee will have an increased allocation for the first year of operations to allow for ramp up activities and capacity building. Funds will be allocated annually thereafter, based on the amount of CSBG funding appropriated by Congress. The statewide allocation and allocations for each CSBG agency are based on poverty data provided through the U.S. Census and further defined through Section 676(c)(1)(A) of the CSBG Act.

CSD seeks to designate a local agency as the Community Action Agency (CAA)¹ that will use the CSBG funds to provide comprehensive anti-poverty services to low-income individuals, families, and communities in San Francisco County. CAAs work with low-income people in their communities using a strategic approach that fosters partnerships with other community organizations, promotes strong engagement from low-income community members, and provides a range of coordinated programs designed to reduce poverty.

Applications will be accepted from private, non-profit organizations that meet the qualifications under Section 673(1)(A) and Section 676B of the CSBG Act.

B. Department Overview

CSD has been administering programs that serve low-income communities for 50 years. Originally known as the “State Office of Economic Opportunity,” the Department was created as a result of the federal Economic Opportunity Act of 1964.

As a state department under the California Health and Human Services Agency, CSD partners with a network of private non-profit and local government organizations dedicated to reducing poverty by helping low-income individuals and families achieve and maintain self-sufficiency, meet their home energy needs, and reduce their utility costs through energy efficiency upgrades and access to clean renewable energy.

CSD administers the following federal programs intended to reduce poverty and improve the lives of low-income Californians:

- U.S. Department of Health & Human Services Community Services Block Grant
- U.S. Department of Health & Human Services Low Income Home Energy Assistance Program
- U.S. Department of Energy Weatherization Assistance Program

¹ For the purposes of this RFA, the terms CAA, organization, CSBG agency, and agency are used interchangeably.

C. Background of Community Services Block Grant

The origins of CSBG and Community Action were established over fifty years ago through the Economic Opportunity Act of 1964, the centerpiece in President Lyndon B. Johnson's War on Poverty. CSBG was last reauthorized in 1998 through Title II of the Coats Human Services Reauthorization Act of 1998, Public Law 105-285 and was codified at 42 USC 9901 et seq. The legislation's purpose is "to provide assistance to states and local communities, working through a network of CAAs and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient."

CSBG is funded under the U.S. Department of Health and Human Services, Administration for Children and Families. CSBG funds are distributed to 50 states, U.S. Territories, Native American Indian Tribes, and other organizations. The CSBG State Plan (Plan) is the State's official application for federal funding, which designates CSD as the lead agency for carrying out CSBG related activities in California. As required by federal law, the Plan contains the certification and assurances of the Chief Executive Officer of California. The 2018-2019 Plan can be located online at <http://www.csd.ca.gov/Resources/StatePlans>.

There are currently 59 agencies comprised of private non-profit and local governmental organizations across California that receive CSBG funds. Additional information about CSD can be found online at www.csd.ca.gov.

Federal legislation provides the foundation and framework for the selection of a CSBG funded agency. The CSBG Act provides directives and guidance for how a thriving and successful CAA should endeavor to perform:

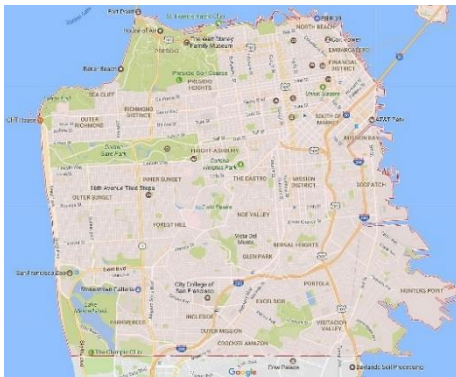
- "The strengthening of community capabilities for planning and coordinating the use of a broad range of federal, state, local and other assistance (including private resources) related to the elimination of poverty, so that this assistance can be used in a manner responsive to local needs and conditions;
- "The organization of a range of services related to the needs of low-income families and individuals, so that these services may have a measurable and potentially major impact on the causes of poverty in the community and may help the families and individuals to achieve self-sufficiency;
- "The greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty and of community breakdown;
- "The maximum participation of residents of the low-income communities and members of the groups served by programs assisted through the block grants . . . to empower such residents and members to respond to the unique problems and needs within their communities; and
- "The broadening of the resource base of programs directed to the elimination of poverty to secure a more active role in the provision of services for private, religious, charitable and

neighborhood-based organizations; and individual citizens and business, labor and professional groups, who are able to influence the quantity and quality of opportunities and services for the poor.”

D. Community Outreach Efforts

CSD partnered with the California Community Action Partnership Association (CalCAPA) to conduct community outreach in San Francisco for the purpose of engaging stakeholders, including community-based organizations (CBOs) and representatives from the community, and informing them on the purpose and opportunity that CSBG represents. The events were held in San Francisco on March 5, March 6, and April 6, 2018. The feedback from the outreach efforts supported prioritizing supportive services targeted at addressing local anti-poverty needs in the areas of housing, employment, and education.

E. Geographic Area to Be Served-San Francisco County



The consolidated city-county of San Francisco covers an area of about 47.9 square miles at the north end of the San Francisco Peninsula in the San Francisco Bay Area. It is the fourth-most populous city in California, and the 13th-most populous in the U. S., with a 2016 U.S. Census Data-estimated population of 870,887. The population density of the area is 18,573 individuals per square mile. The poverty rate for the area is 13.2 percent as compared with California at 16.3 percent based on the 2015 American Community Survey.

Part II: CSBG Agency Compliance with Federal and State Law

A. Programmatic Assurances

CSBG funds are used to support programs and services that are designed to assist low-income families and individuals, elderly, migrant or seasonal farmworkers, and/or homeless individuals and families. CSBG agencies provide services based on the needs of the low-income population within its service area. The services and programs target the effects of poverty and positively impact the low-income populations.

Section 676A of the CSBG Act establishes programmatic assurances for each agency to support activities that are designed to assist low-income individuals and families. Through direct service delivery or through partnership, agencies shall provide services and programs:

- To remove obstacles and solve problems that block the achievement of self-sufficiency;
- To secure and retain meaningful employment;
- To attain an adequate education, with attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

- To make better use of available income;
- To obtain and maintain adequate housing and a suitable living environment;
- To obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs; and
- To achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners.

State law further defines the responsibility of agencies in addressing the needs of low-income individuals/families. California Government Code Section 12725 et seq. provides that the CSBG funding shall be governed by the principle of community self-help, thereby promoting new economic opportunities for Californians living in poverty through well-planned, broadly-based, and locally-controlled programs of community action. CSBG funds are meant to be a catalyst for innovative programs that address the leading causes of poverty as determined locally by CBOs and promote the goals of self-sufficiency and independence among low-income individuals.

For example, CSBG funding supports projects that:

- Lessen poverty in communities;
- Address the needs of low-income individuals including the homeless, migrants, and the elderly;
- Provide access to early childhood programs; and
- Provide services and activities addressing employment, education, better use of available income, housing, nutrition, emergency services, and/or health.

Due to the unique structure of the CSBG funding, services offered throughout California will vary depending on the local needs in each community.

B. CSBG Requirements

Section 678E(b) of the CSBG Act establishes that agencies must fulfill the following requirements as a condition of funding:

- Be governed by a tripartite board composed of representatives of the low-income neighborhoods being served, elected local officials, and key community resources such as business and commerce, faith-based organizations, other service providers and community groups;
- Conduct periodic assessments of the causes and conditions of poverty within their community and serve as a principal source of information;
- Develop goals and strategies to empower low-income individuals, reduce poverty, increase self-sufficiency, and improve conditions and opportunities within the community that support family stability and advancement;

- Mobilize and coordinate programs and resources within the organization by partnering with public and private services providers to achieve family and community improvement goals; and
- Maintain an outcome-based system for assessing and reporting the effectiveness of its anti-poverty strategy in terms of results achieved among low-income individuals and communities.

C. Tripartite Board

Effective tripartite boards reflect and promote the unique anti-poverty leadership, including the representation of the low-income community, and responsibilities assigned by law to CAAs. Boards are responsible for assuring that CSBG agencies continue to assess and respond to the causes and conditions of poverty in their community, achieve anticipated family and community outcomes, and remain administratively and fiscally sound.

The selected organization must establish a governance structure that includes a tripartite board. Pursuant to Section 676B of the CSBG Act and California Government Code Section 12751. The membership of the tripartite board must consist of the following:

- One-third of the members of the board are elected public officials, holding office on the date of selection, or their representatives;
- One-third of the members are persons chosen in accordance with democratic selection procedures adequate to assure that the members represent low-income individuals and families and reside in the area served; and
- The remainder one-third of the members are officials or members of business industry, labor, religious organizations, law enforcement, education, or other major groups and interests in the community served.

Organizations that are willing to restructure their board to meet the tripartite board requirement may apply and be considered for funding but will not receive final designation as a CSBG agency or receive CSBG funds until the tripartite board requirement has been fulfilled.

Part III: Programmatic Requirements/Monitoring/Use of Funds/Eligibility Determination

A. Programmatic Requirements

All agencies receiving CSBG funds are required to comply with the following programmatic and fiscal reporting requirements:

Community Action Plan

Each agency shall submit a Community Action Plan (CAP) meeting the requirements of California Government Code Section 12747 biennially. The CAP serves as a two-year roadmap demonstrating how the agency plans to deliver CSBG services, comply with federal and state assurances, and leverage resources through strategic partnerships. The CAP identifies and assesses poverty related needs and resources in the community and

establishes a detailed plan, goals, and priorities for delivering those services to individuals and families most affected by poverty. Upon designation, the agency will be required to submit a CAP for 2020/2021 by June 30, 2019, and by the 30th of June biennially thereafter.

Organizational Standards

CSBG agencies are required to maintain compliance with the Office of Community Services (OCS) [Information Memorandum 138 State Establishment of Organizational Standards](#). The purpose of the Organizational Standards is to ensure that all agencies have appropriate organizational capacity, not only in the critical financial and administrative areas important to all nonprofit and public human service agencies, but also in areas of unique importance for CSBG-funded agencies. Upon designation, the organization will be required to complete and submit the Organizational Standard Self-Assessment by August 31, 2019 and annually thereafter.

CSBG Annual Report

OCS mandates reporting elements derived with a focus on documented services and outcomes delivered through each contract term. CSBG agencies are required to track, maintain, and report data on client services and outcomes, and the associated financial costs for services delivered with CSBG funds. The reporting elements are not only a requisite component attached to receipt of the federal funds, the reports provide transparency into the services delivered and a picture of the impact of the CSBG funds on the lives of low-income families in California. Further direction on the CSBG Annual Report can be located in the [CSBG IM #152 Annual Report](#). Each agency is required to submit the CSBG Annual Report every year by February 20th.

The CSBG Annual Report is comprised of the following Modules:

- [Module 2 - CSBG Agency Expenditures, Capacity, and Resources](#)
- [Module 3 – Community Level Indicators](#)
- [Module 4 – Individual and Family Level Indicators](#)

Fiscal Reporting

CSBG agencies are required to complete and submit to CSD monthly or bimonthly expenditure reports detailing their programmatic and administrative costs incurred. Reports are due on or before the twentieth (20th) calendar day following the report period.

Annual Audit

CSBG agencies are required to submit an independent audit to CSD, which includes one printed copy and one electronic copy of the report(s) and any management letter(s) issued by the accountant, within 30 calendar days after receipt, or nine months after the end of the agency's fiscal year.

B. Compliance Monitoring

As the State CSBG Administrator, CSD must conduct on-site and follow-up monitoring, and other audits/reviews as necessary, to ensure that the agencies meet federal and state performance goals, administrative and financial management standards, and other requirements, including federal organizational standards, applicable to CSBG funded programs. CSD is required to ensure that all expenditures are in accordance with state and federal requirements. The Act requires CSBG agencies to have a full on-site monitoring visit conducted once during a three-year period. A newly designated agency is required to have an on-site visit immediately after the completion of its first year. Further direction on CSBG Compliance Monitoring can be located in the [CSBG IM #97 Guidance on the CSBG Requirement to Monitor](#).

C. Use of Funds & Limitations

All services and programs are to be provided in accordance with all applicable federal, state, and regulations, and as those laws and regulations may be amended from time to time, including but not limited to: The Single Audit Act, 31 U.S.C. Section 7301 et seq., and OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards, 45 CFR Part 75.

CSBG funds allow organizations to administer programs that identify, address, and eliminate the causes and conditions of poverty. CSBG funds can be used to provide direct assistance to low-income individuals, and to assist with the costs of administering other federal, state, and local programs that aid low-income individuals. Through strategic partnerships and leveraging of resources, CSBG funds allow agencies to operate an array of programs aimed at identifying, ameliorating, and eliminating the causes and conditions of poverty while increasing the participation of low-income individuals in the activities of their community.

CSBG funds can be used alone or leveraged in combination with other resources to support and strengthen important anti-poverty initiatives that would not be possible otherwise. CSBG funds can be used to support other services and sources of funding that might lack resources to support organizational overhead. CSBG agencies have the flexibility to use their CSBG funding to take on other federal, state, and locally funded contracts, grants, and partnerships.

CSBG funds may not be used for the purchase or improvement of land, or the purchase, construction, or permanent improvement to any building or other facility. CSBG funds cannot be used in the provision of services or the employment or assignment of personnel in a manner supporting or resulting in programs with any partisan or nonpartisan political activity. This also prohibits any activity to provide voters or prospective voters with transportation to the polls or similar assistance in connection to any election or any voter registration.

CSBG funds cannot be utilized for administrative expenses exceeding twelve percent of the total agency operating budget. However, CSBG funds for administrative expenses may exceed twelve percent if they are being used to leverage other programs or services that are not funded solely by CSBG funds. Please see examples below:

Example A- Agency may not exceed \$60,000 in administrative costs; in this example other agency operating funds are not identified/utilized through leveraging other programs or services.

Example B- Agency may not exceed \$150,000 in administrative costs; in this example the agency uses other funds to support its program services/activities that can be used to calculate the amount to be allocated for administrative costs. Note: the tripartite board must have oversight of the other agency operating funds.

	Example A	Example B
CSBG Allocation	\$500,000	\$500,000
Other Agency Operating Funds	\$0	\$750,000
Total Operating Budget	\$500,000	\$1,250,000
Percentage used for Administrative Cost (not to exceed 12%)	\$60,000	\$150,000

D. Income Eligibility

Eligibility for services is determined solely by household or individual income levels. Individuals/households must not exceed 100 percent of the Federal Poverty Level to be eligible for services only funded by CSBG. Temporary Assistance to Needy Families/California Work Opportunities and Responsibility for Kids participants are automatically eligible to receive CSBG funded services regardless of income. If CSBG dollars are used to support other services, the highest level of that program's income eligibility may be utilized to determine eligibility guidelines.

Part IV: Training and Technical Assistance

CalCAPA serves member CSBG agencies by generating quality training and technical assistance, developing and promoting transformative public policies and practices, and building awareness and partnerships for a more equitable economy. CSD and CalCAPA coordinate efforts to address emerging training and technical assistance needs throughout the network of CSBG agencies. Targeted training is delivered online and in-person to CSBG agencies in areas such as governance, finance, and leadership development.

Upon designation of a new CSBG agency, CSD will partner with CalCAPA to ensure that the newly designated agency receives the necessary training and technical assistance to build capacity, meet programmatic goals, and address the identified needs of low-income people in the community.

Part V: Application Preparation & Submission

A. Bidders Conference

Potential applicants are strongly encouraged, but not required, to participate in a Bidders Conference regarding the agency designation application 2018-RFA-59 on May 31, 2018. Register to attend the Conference via <https://www.surveymonkey.com/r/WVN5KH8>.

Bidders Conference
1 South Van Ness Avenue
San Francisco, CA 94102
Pacific Conference Room #5080
Date: 5/31/2018
Time: 3:00 p.m.-5:00 p.m.

B. Questions

Any questions regarding the contents of this RFA shall be in writing and emailed to: RFA.SANFRANCISCO@csd.ca.gov by June 6, 2018. When submitting question(s), include the section of the RFA, page number, and other useful information for identifying the specific problem or issue in the question(s) to be addressed.

Questions and answers will be posted on the CSD Public website under “Contracting Opportunities” at <http://www.csd.ca.gov/Resources/ContractingOpportunities> by June 18, 2018.

C. Notice of Intent to Apply

For planning the RFA review process, each prospective applicant should submit a Notice of Intent to Apply signed by the executive director or board chair by June 19, 2018. The Notice of Intent to Apply form is located on the CSD Public website under “Contracting Opportunities” at: <http://www.csd.ca.gov/Resources/ContractingOpportunities>. This notice is not required and those submitting a notice may elect not to apply.

The Notice of Intent to Apply may be submitted via email at: RFA.SANFRANCISCO@csd.ca.gov or by mail to:

Department of Community Services and Development
Attn: 2018 RFA Application - San Francisco
2389 Gateway Oaks Drive, Suite 100
Sacramento, CA 95833-4246

D. Application Package Requirements

1. Application Format:

- Each application must be single-sided, one and a half spaced, 8 ½ x 11 inches with consecutively numbered pages.
- Font size should be no smaller than 12 points in Arial font.
- An original and 3 copies of the application must be submitted.
- The original must be marked “original” and contain original signatures. Use a paper or binder clip to bind each of the packets. **DO NOT STAPLE** any parts of the application or attachments.
- A complete application in electronic format will also need to be submitted via email to RFA.SANFRANCISCO@csd.ca.gov. Documents must be submitted in the Stack Order provided in Attachment 1.

2. Application Certification-The original application must be signed on the cover page by the applying organization’s Executive Director or the Board of Directors’ President, if applicable.

3. Application Deadline-The deadline for the receipt and consideration of the application is 5:00 p.m. on Friday, June 29, 2018.

4. Where to Submit Application-The application may be mailed, or hand delivered to the address below. CSD cannot accept transmission by fax.

**Department of Community Services and Development
Attn: 2018 RFA Application - San Francisco
2389 Gateway Oaks Drive, Suite 100
Sacramento, CA 95833-4246**

NOTE: Any application received after the above specified date and time will not be accepted. CSD may disqualify and not score applications that do not meet the above criteria.

Part VI: Evaluation Process

A. Scoring Methodology

A two-phase selection process will be used to review and/or score submitted applications. Phase I is scored on a Pass/Fail basis. For Phase II, the Evaluation Team will use a consensus scoring methodology, where one score is awarded per the team’s collective assessment. Reviewers will review each application and assign a point value to each of the narrative items. Reviewers will be individuals familiar with CSD’s work, and the goals and objectives of the CSBG program. After consensus within the evaluation panel, individual application scores will be assessed to arrive at each proposal’s total points. A minimum score of 140 will be required to be considered for designation.

B. Phase I Requirements

Applications shall include the following criteria to be qualified for consideration; failure to meet the criteria may result in disqualification of the Application:

1. Application **MUST** be received by the stated due date and time.

2. Applicant is a 501(c)(3) non-profit organization and has been operating as a non-profit in the City/County of San Francisco for at least 3 years.
3. Applicant currently receives federal, state, local, or philanthropic funds for serving low-income individuals and families.
4. Applicant must comply with 45 CFR Part 76 et seq., which provides that Federal funds may not be used for any contracted services if applicant is debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency.
5. Application must include one signed original, plus three exact copies, with all required documents listed in the specified stack order listed in Attachment 1. If the applicant cannot reasonably provide a document listed in Attachment 1, an explanation no longer than one page must be submitted. Failure to attach the required documents with no explanation and failure to provide appropriate signatures where applicable shall be cause for an application to be deemed non-responsive and disqualified.

Required documents:

- Application Cover Sheet with Original Signatures (Attachment 3)
- RFA Application Narrative Template (Attachment 4)
- CSD Budget Summary Form (Attachment 5)
- CSD Leveraging Funds Form (Attachment 6)
- Organizational Standards Worksheet (Attachment 7)
- Organization's Articles of Incorporation
- Documentation of organization current tax-exempt status 501(c)(3)
- Proof of Location-Lease agreement, Utility Bill
- Agency Audit
- Indirect Cost Rate or Cost Allocation Plan-if applicable
- IRS 990-most recent two years submitted
- Organizational Chart-with length of time in position
- Current organization's By-Laws
- Current Board Roster-date seated
- Board minutes- One copy of all minutes from previous (12) calendar months
- Letters of Reference (limit 4)
- Debarment-if applicable

Once an application is determined to pass the criteria noted above, it will be reviewed for content. All RFA documents are located on the CSD website at

<http://www.csd.ca.gov/Resources/ContractingOpportunities>.

C. Phase II Requirements

Applicants passing Phase I requirements will be submitted for Phase II evaluation. Under Phase II, applicants will be evaluated based on the quality of their narrative responses and how they align with the goals of the CSBG Act. The table below indicates the possible points for each section of the RFA Narrative and the cumulative maximum points possible of 200.

Narrative Category	Points Possible
Organizational Capacity	55
Service Delivery & Outcomes	40
Fiscal & Risk Management	30
Collaborative Partnerships	15
Planned Implementation for Required Elements of CSBG	60
Total Points Possible	200

Part VII: RFA Narrative Questions

Competing applications will be reviewed and evaluated against the criteria below. Note that the RFA Narrative Template 2018, Attachment 4 includes the required RFA elements: Organizational Capacity, Service Delivery and Outcomes, Fiscal and Risk Management, Collaborative Partnerships, and Planned Implementation of Required Elements of CSBG.

A. Organizational Capacity (55 points)

A successful CSBG agency has the organizational capacity necessary to provide programs and services to assist low-income families and individuals based on the needs of the low-income population within its service area through direct service delivery or collaborative partnerships.

1. Provide the following:
 - a) Organization's vision statement, which describes the organization's values.
 - b) Organization's mission statement, which describes the organization's purpose and its role in achieving its vision.
 - c) Does your vision and mission align with the goals and philosophy of the CSBG Act? If yes, describe how. If no, describe how your organization will align its vision and mission with the CSBG Act.
2. Effective board leadership and engagement is key to successful CSBG agencies. Describe your organization's current board structure, role, and active participation in serving low-income communities.
3. Describe how your organization is currently structured and the programs and services that you are currently administering.

4. CSBG agencies are required to track, maintain, and report data on client services and outcomes, and the associated financial costs for services delivered with CSBG funds. Describe your organizational capacity to track, maintain and report data on client services. Also, describe any data collection systems currently used to capture such data and ensure unduplicated counts.
5. Describe how your organization over the past five years has worked to acquire resources for capacity building and to enhance service delivery. Include specifics on the number of grants, contracts, and other resources received from state, federal, or partnerships. During the same period, has your organization lost any state, federal, and/or private funds? If yes, detail what programs your organization is no longer administering, specify the dollar amount lost, and provide an explanation as to why.

B. Service Delivery & Outcomes (40 points)

CSBG funds target the causes and conditions of poverty by supporting programs and services to assist low-income families and individuals based on local needs. Effective outcomes are essential to ensuring that the needs of the low-income are adequately addressed.

1. As stated in Part III, Section A of the RFA document, each CSBG agency is required to submit a CAP that meet the requirements of California Government Code Section 12747 biennially. The CAP serves as a two-year roadmap demonstrating how the agency plans to deliver CSBG services, comply with federal and state assurances, and leverage resources through strategic partnerships. The CAP identifies and assesses poverty related needs and resources in the community and establishes a detailed plan, goals, and priorities for delivering those services to individuals and families most affected by poverty. Describe your current process for planning and delivering services, including key partnerships, outreach to stakeholders, and any comprehensive need assessments conducted to determine critical services.
2. Describe your organization's experience with outcome-based program reporting, including knowledge of results-oriented management accountability systems.
3. For the services and programs your organization currently provides, detail annual outcomes, geographical location(s) where services are provided, the number of clients served, and client demographics. Also describe your service delivery methods, including but not limited to: case management, sub-contracting, direct services, referrals, etc.
4. Describe how your organization evaluates the effectiveness of the programs it administers.

C. Fiscal & Risk Management (30 points)

A successful CSBG agency must have sound fiscal policy and procedures, including an effective risk management process to ensure the funds are utilized in accordance with federal and state requirements.

1. Describe your organization's process for providing transparent and timely reporting to the board, including fiscal and program operations reporting. Include the type of reports and the frequency of reporting to the board.
2. Describe your organization's internal control systems and process for ensuring compliance with the proper administration of grant funds and other restricted funds.
3. Describe your organization's process to ensure transparency and avoid potential conflicts of interest by board members and employees.

D. Collaborative Partnerships (15 points)

Effective and collaborative partnerships are important to a successful CSBG agency. CSBG agencies develop partnerships that offer opportunities for private donors, businesses, and volunteers to donate their resources or time to improve the lives of families in their communities.

1. Describe how your organization collaborates and partners with key sectors of the community. These sectors could include: CBOs, faith-based organizations, private sector organizations, and public-sector agencies.
2. How do the partnerships and collaborations identified in response to the question above (D1) help you leverage resources to increase the impact of programs and services?

E. Planned Implementation for Required Elements of CSBG (60 points)

To determine your organization's ability to implement the federal requirements of the CSBG funding, provide responses to the following questions:

1. As stated in Part II, Section C of the RFA, CSBG agencies must establish a governance structure that includes a tripartite board. Organizations that are willing to restructure their board to meet the tripartite board requirement may apply and be considered for funding but will not receive final designation as a CSBG agency or receive CSBG funds until the tripartite board requirement has been fulfilled. Describe your plan for establishing the tripartite board.
2. Organizational Standards are comprehensive and were developed by and for the CSBG Agencies to characterize an effective and healthy organization while reflecting the vision and values of community action and the requirements of the CSBG Act. Review the Organizational Standards requirement, Part III Section A of the RFA, and your completed Organizational Standards Worksheet, Attachment 7. For standards marked as "not met," describe how your organization plans to meet those requirements if awarded the CSBG funding. Reference the specific organizational standard in your response. If your organization has met all the standards listed on the worksheet, respond with "all standards met."

3. The CSBG Act lists federal assurances in Public Law 105-285. Of the federal assurances, several priority challenges for San Francisco have been identified using publicly available data and feedback received through community engagement efforts. Income disparities and the high cost of living are making it increasingly difficult for the low-income in San Francisco to provide for themselves and their families. Describe how your organization would use CSBG funding to address the following priority challenges facing the low-income community in San Francisco. Applicants may describe their strategies for confronting any or all the following:
- a) Housing - Describe in detail how your organization would expand existing services or implement new services with the goal of providing housing stability to low-income individuals and families struggling with the affordability of housing. Examples may include supportive services to assist residents of affordable and/or public housing, rent crisis assistance, anti-eviction services, advocacy, or other strategies.
 - b) Education - Describe in detail how your organization would expand existing services or implement new services with the goal of increasing educational attainment levels in low-income communities. Examples may include strategies for improving graduation rates, continuing education, early care and education programs for children, advocacy, or others.
 - c) Employment - Describe in detail how your organization would expand existing services or implement new services with the goal of assisting unemployed or under-employed individuals find sustainable employment at a living wage. Examples may include strategies for job training, job placement, advocacy, or others.
4. Upon designation, the agency awarded will be required to submit a CAP for 2020/21 by June 30, 2019 as described in the RFA document Part III, Section A Programmatic Requirements. Describe how your organization will meet this requirement, including how you will conduct a needs assessment to determine the needs of the low-income community.
5. Describe how your organization will provide new services or expand existing services if awarded the CSBG designation. Identify and describe the geographic locations where your organization will provide additional services and include projected number of additional individuals to be served and the demographics of the population.
6. Describe how your organization plans to expand or develop new collaborations with key sectors of the community to leverage resources and increase the impact of programs and services if awarded CSBG funding. These sectors would include at minimum: CBOs, faith-based organizations, private sector, and the public sector.

Part VIII: Contract Award Process

A. Notice of Intent to Award

A Notice of Intent to Award is scheduled to be posted on July 18, 2018, in a public place at the office of CSD, 2389 Gateway Oaks Drive, Sacramento, CA 95833, and on CSD's website: www.csd.ca.gov. The Notice of Intent to Award will be posted for at least five working days prior to awarding the contract.

B. Reservations

CSD reserves the right to:

- Modify, amend, cancel, or terminate this RFA at any time by issuance of an addendum or notice;
- Not make any awards pursuant to this RFA;
- Disqualify any applicant whose application fails to conform to the requirements of this RFA;
- Change any of the scheduled dates in the Projected Timeline with notice; and
- Interview and or perform site visits to top candidates to gather additional information needed to finalize a selection.

C. Public Records Act

Upon execution of award, all documents submitted in response to this RFA will become property of the State of California and will be regarded as public records under the California Public Records Act (Government Code Section 6250 et seq.). The Freedom of Information Act provides the public the right to request access to records from any federal agency.

D. Appeal Process

Only an original applicant whose application was evaluated in Phase II may appeal the Notice of Intent to Award posted by CSD. There are no appeal rights for applications that were submitted late, noncompliant, or incomplete.

A contract award may be delayed when an appeal is received by CSD. A contract will not be awarded until the appeal is withdrawn or CSD has rendered a decision.

A Notice of Intent to Appeal must be filed in writing and received by CSD within five working days after the Notice of Intent to Award is posted on CSD's website. The Notice of Intent to Award is expected to be posted and noticed by July 18, 2018. For this RFA, the Notice of Intent to Appeal must be received by CSD on or before July 25, 2018 by 5:00 p.m. Appeals may be mailed, faxed or hand delivered to:

**CSBG Appeals Coordinator
Department of Community Services and Development
2389 Gateway Oaks Drive, Suite 100
Sacramento, CA 95833
FAX NUMBER: 916-263-1406**

After filing a Notice of Intent to Appeal, the appellant will have five working days from the date of its filing to file a detailed written statement of the appeal if the Notice of Intent to Appeal did not contain the complete grounds for appeal. Appeals shall be limited to the grounds that CSD failed to correctly apply the standards for reviewing the format requirements or evaluating the applications as specified in the RFA.

The detailed written appeal can only be filed if a Notice of Intent to Appeal was previously received by CSD on or before July 25, 2018 by 5:00 p.m.

The Director of CSD or designee may hold an oral hearing and render a decision based on the content of the written appeal letter and the hearing. The decision of the Director, or designee shall be final. There is no further administrative appeal.

Appellants will be notified in writing of the decision regarding their appeal within ten days of the hearing date or the consideration of the written appeal letter, if no hearing is conducted.